



**RADFORD UNIVERSITY BOARD OF VISITORS
GOVERNANCE, ADMINISTRATION & ATHLETICS COMMITTEE MEETING
3:00 P.M.**
NOVEMBER 10, 2016
BOARD ROOM
MARTIN HALL-THIRD FLOOR
RADFORD, VA**

DRAFT

AGENDA

- **CALL TO ORDER** Ms. Georgia Anne Snyder-Falkinham,
Acting Chair
- **APPROVAL OF AGENDA** Ms. Georgia Anne Snyder-Falkinham,
Acting Chair
- **APPROVAL OF MINUTES** Ms. Georgia Anne Snyder-Falkinham,
September 15, 2016 *Acting Chair*
- **INFORMATION TECHNOLOGY REPORT** Mr. Danny M. Kemp, *Vice President
For Information Technology and
Chief Information Officer*
- **INTERCOLLEGIATE ATHLETICS REPORT** Mr. Robert Lineburg, *Director,
Intercollegiate Athletics*
 - Athletics Branding Video
- **ACTION ITEM** Ms. Georgia Anne Snyder-Falkinham,
Acting Chair
 - Recommendation to approve Amendments to the
Bylaws of Radford University Board of Visitors
- **OTHER BUSINESS** Ms. Georgia Anne Snyder-Falkinham,
Acting Chair
- **ADJOURNMENT** Ms. Georgia Anne Snyder-Falkinham,
Acting Chair

**** All start times for committees are approximate only. Committees meet sequentially in the order appearing. Meetings may begin either before or after the listed approximate start time as committee members are ready to proceed.**

Governance, Administration and Athletics Committee
Alethea “A.J.” Robinson, Chair
Mr. Steve A. Robinson, Vice Chair
Ms. Callie M. Dalton
Dr. Rachel D. Fowlkes
Ms. Georgia Ann Snyder-Falkinham

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**RADFORD UNIVERSITY BOARD OF VISITORS
GOVERNANCE, ADMINISTRATION & ATHLETICS COMMITTEE MEETING**

1:30 P.M.

SEPTEMBER 15, 2016

**PRESIDENT'S CONFERENCE ROOM-MARTIN HALL
RADFORD, VIRGINIA**

DRAFT

MINUTES

COMMITTEE MEMBERS PRESENT

Ms. Alethea "A.J." Robinson, Chair
Ms. Callie M. Dalton
Dr. Rachel Fowlkes

COMMITTEE MEMBERS ABSENT

Mr. Steve Robinson, Vice Chair

OTHER BOARD MEMBERS PRESENT

Mr. Christopher Wade, Rector (*left the meeting at 2:08*)
Dr. Javaid Siddiqi, Vice Rector (*entered the meeting at 2:08*)

OTHERS PRESENT

Mr. Danny M. Kemp, Vice President for Information Technology and Chief Information Officer
Mr. Robert Lineburg, Director of Athletics
Ms. Michele N. Schumacher, Secretary to the Board of Visitors
Ms. Melissa Wohlstein, Vice President for University Advancement
Mr. Allen Wilson, Senior Assistant Attorney General, Commonwealth of Virginia
Radford University students, faculty and staff

CALL TO ORDER

Ms. Alethea "A.J." Robinson, Chair, formally called the meeting to order at 1:26 p.m. in the President's Conference Room-Martin Hall on the campus of Radford University, and noted that pursuant to the draft agenda as published "All start times for committees are approximate only. Committee meetings may begin either before or after the listed approximate start time as committee members are ready to proceed."

APPROVAL OF AGENDA

Ms. Robinson asked for a motion to approve the September 15, 2016, meeting agenda, as published. Ms. Callie M. Dalton so moved, and Dr. Rachel Fowlkes seconded the motion and the Agenda was unanimously approved.

APPROVAL OF MINUTES

Ms. Robinson asked for a motion to approve the minutes of the May 5, 2016 meeting of the Governance, Administration and Athletics Committee, as published. Ms. Dalton so moved, and Dr. Fowlkes seconded the motion, and the minutes of the May 5, 2016 meeting were unanimously. A copy of the approved minutes can be found at <http://www.radford.edu/content/bov/home/meetings/minutes.html>.

INFORMATION TECHNOLOGY REPORT

Mr. Danny Kemp, Vice President for Information Technology and Chief Information Officer, provided a report that highlighted the activities of the Information Technology Division since May 2016. He reported that the identity and access management project, which began in 2013 was completed on June 30, 2016, on budget and on time. Mr. Kemp also provided information on several applications that will assist with enrollment and student retention. One application is Starfish, a student advising system was launched in August which will, among other capabilities, share critical student information with the appropriate individuals who can direct students to the resources and assistance they need. In connection with enrollment management, he reported that the University has entered into an agreement with Royall & Company to help increase student enrollment. He also reviewed the numerous hardware and software installations, demolitions, and updates that have occurred at Radford University since May 2016.

Mr. Kemp also reviewed information security at the University and noted that the biggest information security problem facing the University computers is ransomware. He stated that plans are underway for an awareness campaign for October's Cybersecurity Awareness month. He also reported that an RFP for a virtual computer lab has been issued, and that vendor responses are due back in mid-October.

A copy of Mr. Kemp's report is attached hereto as ***Attachment A*** and is made a part hereof.

Ms. Robinson thanked Mr. Kemp for his report.

INTERCOLLEGIATE ATHLETICS REPORT

Mr. Robert Lineburg, Director of Athletics, provided an intercollegiate athletic report that updated the Committee on the six-year plan for Radford Athletics that was presented at the September 2015 Committee meeting. Mr. Lineburg specifically reviewed: (i) activities that have enhanced the student-athlete experience during 2015-2016 which included various leadership and life skills training; (ii) academic excellence noting that over 60% of Radford University's student-athletes finished 2015-2016 academic year with a 3.0 GPA or better; (iii) competitive excellence noting that Men's Soccer won the Big South Regular Season Championship and advanced to NCAA Tournament with an at-large bid; (v) the culture within Athletics Department at Radford is to operate in full compliance with University, state, conference and NCAA guidelines, and in that regard, he reviewed the various training that coaches and student-athletes receive during the year which includes topics on hazing, Title IX, and alcohol abuse;

and (iv) branding and marketing noting that the new athletic brand will be unveiled this year. He also reviewed the steps being taken to increase the amount of sponsorship dollars that Athletics has, as well as, the fundraising goals for FY 2017.

A copy of Mr. Lineburg's report is attached hereto as *Attachment B* and is made a part hereof.

Ms. Robinson thanked Mr. Lineburg for his presentation.

AMENDMENTS TO BYLAWS

Ms. Michele N. Schumacher, Secretary to the Board of Visitors, discussed proposed changes to the Radford University Board of Visitors Bylaws. She noted that changes are necessitated by a recodification of the Virginia Code that pertains to higher education, as well as, discussions that were held at the Board Retreat. It is anticipated that the proposed changes will be brought before the committee and the Board in November for approval.

ADJOURNMENT

With no further business to come before the Committee, Ms. Alethea "A.J" Robinson, Chair, adjourned the meeting at 2:50 p.m.

Respectfully submitted,

Michele N. Schumacher
Secretary to the Board of Visitors

ATTACHMENT A

Information Technology Report

Board of Visitors

Governance, Administration & Athletics Committee

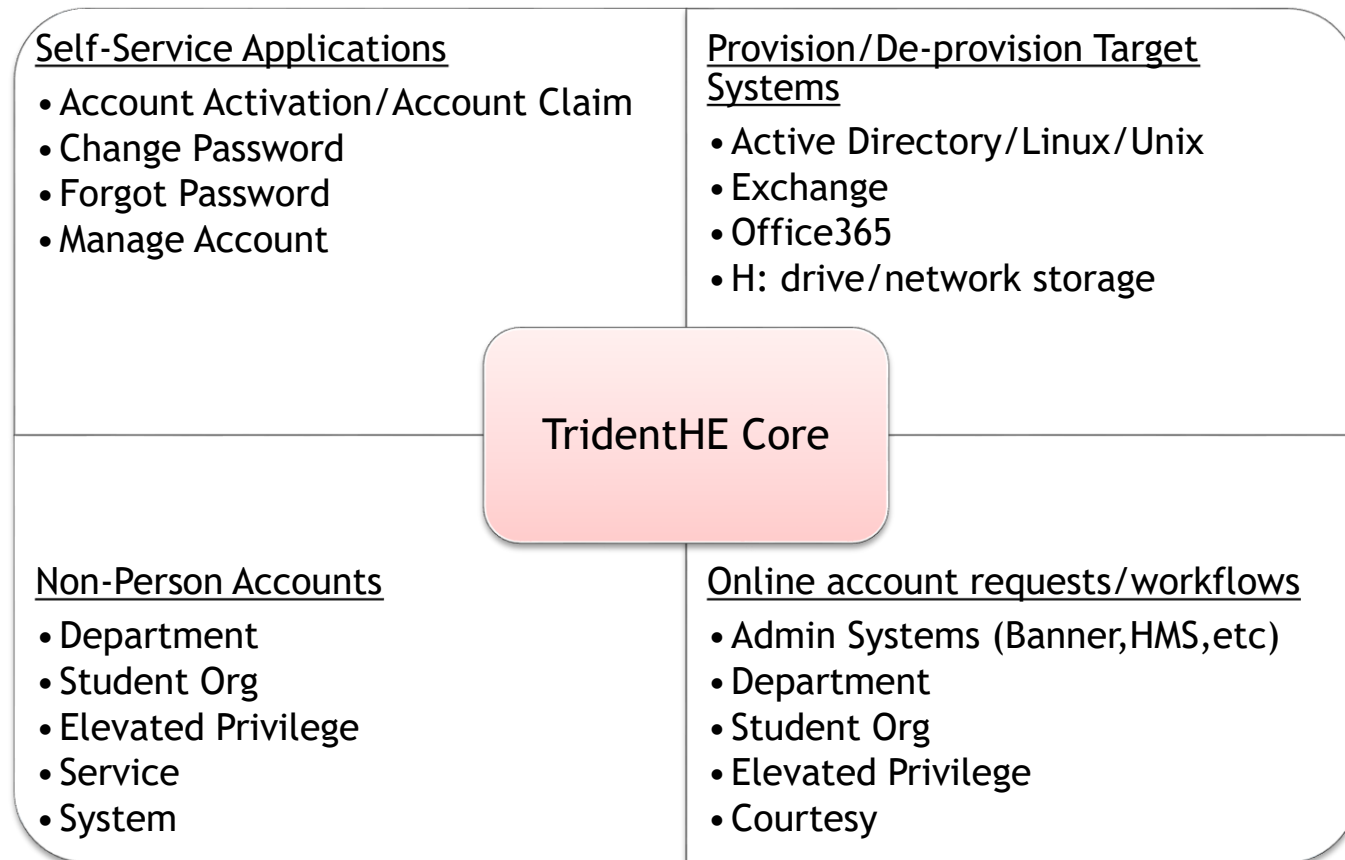
RADFORD
UNIVERSITY

Agenda

- Highlights since *May 2016*

Identity & Access Management Project

- The Identity and Access Management project closed on June 30, 2016. The following deliverables were included:



Starfish - Student Advising System

Starfish successfully
launched in August



Configuration and data integration activities were completed.

Training sessions were provided to Professional Advisors and Faculty Advisors who will serve as Starfish liaisons for each academic unit.

Additional training sessions were offered to all other potential users of Starfish during the week of *Our Turn* in August.

AgileAdvisor was decommissioned and Phase 1 of the Starfish implementation was launched before the start of the Fall semester.

Starfish Benefits

Some of the many Starfish benefits include:

- Sharing critical student information among those with the capacity to direct students to assistance.
- Notifying students at risk in their courses early enough for them to take appropriate action.
- Giving students the ability to efficiently schedule appointments with advisors and others.
- Giving advisors the tools needed to effectively communicate with students.
- Delivering a tool that can be used by the LARC, Career Center and Colleges with unique advising needs.
- Delivering "kudos" to students whose good performance should be recognized.

Student Enrollment

- RU has engaged Royall & Company to help increase student enrollment.
- Work is currently underway to build integrations between Royall, the University's administrative information system (Banner) and constituent relationship management system (Hobsons Radius).
- Launch of the application marketing campaign, along with a new admissions application, will take place in September.

Installation of Technology for the College of Humanities and Behavioral Sciences

Installation of classroom AV, computer labs and communications infrastructure was installed to be ready for the beginning of Fall semester. Additional refinements to these technologies will continue throughout the year.

Completed

- 13 classrooms, 7 computer labs and 55 meeting / collaboration rooms
- 2 video walls at the entrances of the building
- Installation of a video wall in the Emergency Operations Center
- Training and support for the new technology was provided to faculty before classes began.
- A technician dedicated to technology support in this facility has been hired.

Underway

- Installation of a state-of-the-art TV studio is underway with anticipated completion in October
- Installation of a E911 training simulator planned for September.

Technology Assistance Center Move

The Technology Assistance Center moved from Heth Hall to Walker Hall to:

- enhance walk-in support areas
- upgrade space for the support staff
- provide closer proximity to other IT staff to increase efficiencies, collaboration and problem resolution efforts

Technology Support Services

- 4,600 support requests were processed between May 1 and August 15.
- 53 technology training workshops were offered during the summer to provide faculty and staff with opportunities to enhance their technology skills.
- 174 faculty and staff received replacement computers between May 1 and August 15.
- 14 faculty/staff technology workshops were conducted during August *Our Turn*, with 7 workshops covering the use of the Desire 2 Learn learning management system and 7 workshops on office and productivity tools.
- Classrooms and Computer Labs were upgraded to Windows 10.

Learning Spaces

- Removed and reinstalled equipment in McGuffey 203 and 206 for a facilities rebuild. Added new programming for classroom Crestron controllers.
- Installed new laser projectors at the Roanoke Higher Ed Center and for the Doctor of Physical Therapy Program.
- Dismantled all AV systems in Whitt Hall for major renovation.
- Installed new electronic “Smartboards” in Covington Hall.
- Performed a health check of campus classrooms to identify and resolve technical issues prior to Fall opening.
- Installed AV systems in room 286 in the Center for the Sciences.
- Upgraded Young 302 and 406 with the latest projectors and control systems.
- Removed four existing AV systems in the basement of Russell Hall and reinstalled three of the latest AV designs in newly renovated spaces (Russell 007,025,033).



IT Infrastructure

- Completed the installation of network, wireless and door access hardware for the renovation of Draper Hall.
- Upgraded RU Express servers and software.
- Provisioned servers and disk storage and provided support for the upgrade to the campus portal.
- Replaced border firewalls to enhance security.
- Replaced network core routers.
- Upgraded campus network attached storage servers with additional storage and updated software.
- Supported moves from Whitt Hall, 307 Adams and Fairfax Street Apartments.
- Supported migration of the Library website to the university content management system.
- Completed a test of generator and UPS power for the campus data centers.

Cable TV

- Installed new digital TV channel to feed digital signage specifically for the College of Humanities & Behavioral Sciences (CHBS).
- Installed a new fiber modulator to feed additional cable TV signals to new campus locations including CHBS.
- A new fiber connection to the Armstrong CATV head-end was also added.

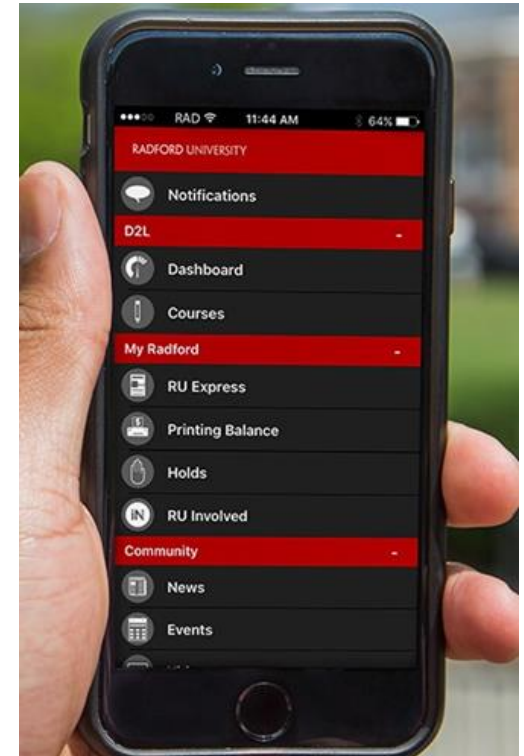
RU Mobile - A new platform from Dublabs

The *RUMobile* app for iPhone and Android devices hosts many useful features for students such as class schedule, semester grades, upcoming campus events, dining menus, bus routes, directory, news articles and more.

This summer, a new version was released giving students additional tools including a new dashboard and integration with D2L to view courses, assignments, grade information, rosters and announcements.

The new version was rolled out before Quest with links to the student and parent program guides.

The RUMobile platform was moved off of the Ellucian Mobile environment and on to the Dublabs Mobile environment at a lower cost to the university.



Banner 8 Upgrades Deployed to Meet Banner XE Requirements

- Eighteen Banner modules were upgraded to the latest releases to support current Financial Aid regulatory updates.
- The integration to the Commonwealth's eVA procurement system was upgraded to the latest version.
- These upgrades established the infrastructure and application environment to implement the first phase of the Banner XE implementation.

Banner XE Development Environment Established

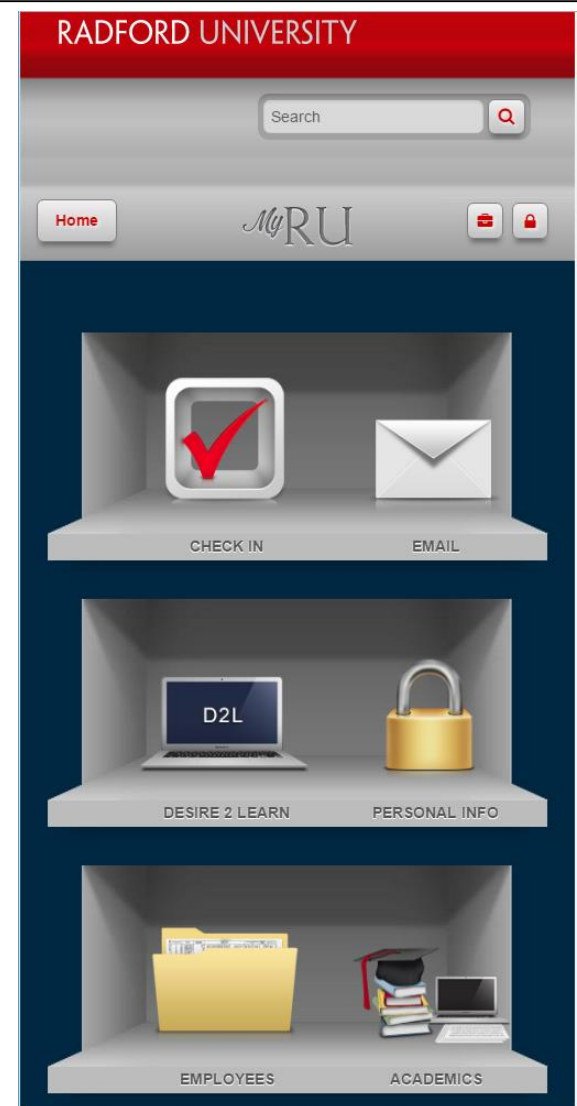
- The next major release for Banner, Banner XE, has been installed in a development environment for assessment and testing.
- Functional and technical teams have received XE training from Ellucian.
- Planning and discussions are underway for a phased rollout of Banner XE to production.

MyRU Enhancements

MyRU is the internal portal for single sign-on to many academic and administrative functions of the University.

A new version was rolled out to campus in August with upgraded security features and improved overall performance.

The new version also brings with it a more responsive, mobile friendly design for use on phones and tablets.



Campus Wi-Fi Enhanced with eduroam

- eduroam is a new Wi-Fi network available on campus allowing people from other universities participating in the eduroam consortium to easily access the Radford Wi-Fi network.
- This membership also allows Radford faculty, staff and students to connect to Wi-Fi networks at other schools that participate in eduroam (e.g., GMU, JMU, ODU, VT, UVa, VCU and other institutions around the world).

IBM Cognos Analytics/ODS 8.5

- The next major release for Cognos has been installed in a development environment for assessment and testing.
- ODS 8.5 has been installed in the development environment for testing and configuration for Degree Works reporting.
- Testing and planning for production implementation will begin in September.

IBM Watson Analytics

- Partnered with IBM Watson Analytics to provide students and faculty with free access to a cloud-based analytics service that enables a business user to be a “citizen data scientist”.
- Working with a faculty member in the College of Science and Technology to develop a proof-of-concept predictive analytics model for student retention using IBM Watson Analytics.
- Developed scrubbed datasets for data exploration.

CAS/Shibboleth Single Sign-on Project

RADFORD UNIVERSITY
Secure Login

[New User? Activate Your Account](#)

[Forgot Username?](#)

[Forgot Password?](#)

LOGIN

Need Assistance? Contact Technology Assistance Center:
- Phone: (540) 831-7500
- [Request Computing Assistance](#)
- [IT Security Training](#)

Server Maintenance
Daily: 5:00am - 5:30am You may experience a short interruption during this time.

[Radford Main Page](#) [A-Z Index](#)

To provide a more secure mechanism for integration with hosted systems, work continues to complete the migration of several existing systems to Shibboleth or Central Authentication Service (CAS).

Integration with RU Express, University Tickets, Starfish, Hobsons Radius, eVA and Kaltura have been completed.

Integration is underway for T2 parking, ServiceNow, Barnes and Noble Ignite and Office 365.

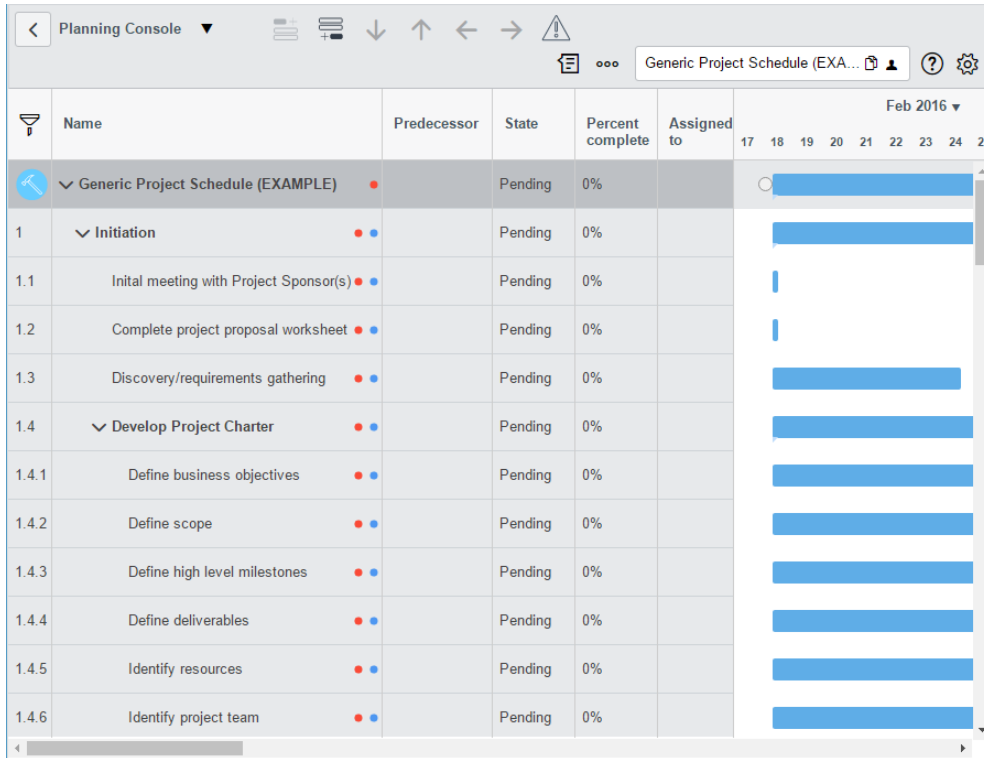
OrgSync

- OrgSync, or RU Involved, creates an online community for organizations to streamline and manage groups and activities and drive engagement.
- A new tenant has been established for Residential Life to use with on campus housing groups.
- This will ensure communications and group activities can be organized more effectively.

Information Security

- The ISO enhanced the vulnerability management program with the purchase and deployment of additional scanning capability.
- Dashboards for daily reporting of anomalous events have been improved.
- Policies and procedures are being revised and modernized.
- The Incident Response Plan is being rewritten.
- At the present time, the biggest information security problem facing Radford University's computers and users is ransomware.
- Plans are underway for an awareness campaign for October's Cybersecurity Awareness month.

ServiceNow Upgrade



The ServiceNow platform was upgraded in July to the Helsinki release.

The release provides expanded and improved functionality for IT Service Management and Project Management.

Project Management training opportunities were offered in August for the many new features and redesigned project module interface.

Hosted Application / Virtual Computer Lab

- In collaboration with Procurement, currently working on the release of an RFP for a “Hosted Application / Virtual Computer Lab Environment”.
- This RFP will be issued the first week in September with responses due back in mid-October.

Printing Services Equipment Upgrades



A Morgana Digifold Pro was installed to enable creasing and folding of coated and heavyweight stock in one step.

An Epson Stylus Pro 4900 17-inch inkjet printer was added for small to medium sized photos and mid-size posters.

Questions?

Intercollegiate Athletics

Board of Visitor's Presentation

- I. Student-Athlete Experience
- II. Academic Excellence
- III. Competitive Excellence
- IV. Culture
- VIII. Branding
- IX. Resource Development

Intercollegiate Athletics

Student-Athlete Experience

Leadership

- Rachel Ross of Women's Basketball and Zach Turk of Men's Soccer participated in the annual Big South Leadership Conference
- Zach Turk of Men's Soccer participated in summer internship with the Governor's office

Growth

- Over 20 incoming freshmen participated in the Athletics Summer Bridge Program
 - Men's Basketball-3.66
 - Women's Basketball-3.47
 - Baseball -3.66
 - Volleyball-4.0

Life Skills

- Key note speakers-Hazing, Title IX, Mentors and Violence, Social Media, Financial Planning
- Career event focusing on internships

Intercollegiate Athletics

Academic Excellence 2015-2016

- Over 60% of our Student-Athletes finished with a 3.0 GPA or better
- 13 of 16 Highlander Teams with a 3.0 GPA or better in Spring 2016
- 16 Big South All-Academic Selections
- Women's Lacrosse recognized as an Academic Honor Squad by the IWLCA
- Women's Volleyball earned American Volleyball Coaches Association (AVCA) Academic Award
- Men's Golf recognized as a 2016 All-Academic Team by the Golf Coaches Association of America

- Fraser Colmer of Men's Soccer selected as CoSIDA All-American
- Jo Vetle Rimstad of Men's Soccer selected NSCAA Scholar-Athlete

- Women's Basketball Student-Athlete Aisha Foy nominated for NCAA Woman of the Year

Intercollegiate Athletics

Competitive Excellence 2015-2016

- Men's Soccer won Big South Regular Season Championship
- Men's Soccer advanced to Big South Championship match
- Men's Soccer with At-Large bid to NCAA Tournament
- Women's Basketball finished 3rd in Big South standings
- Women's Basketball advanced to Big South Tournament Semi-Finals
- Baseball advanced to Big South Semi-Finals
- Softball advanced to Big South Semi-Finals

Competitive Excellence 2016-2017

Fall Sports

- Men's Soccer-first place
- Volleyball-third place
- Men's Basketball marquee games include: Wake Forest, North Carolina, West Virginia, VMI, UNC Wilmington, Elon

Intercollegiate Athletics

Culture

- Title IX compliance assessment
 - Training for Coaches and Student-Athletes on NCAA current affairs
- Support and Sustain Gender Equity/Title IX

Student-Athlete Programming:

- Hazing
- Title IX
- Mentors & Violence
- Alcohol EDU

Intercollegiate Athletics

Branding

- Athletics Logos
 - Partnered with Joe Bosack, Inc.
 - Internal and External University stakeholders involved in this process
 - Potential to significantly increase royalties

- Fan Experience
 - Learfield fan survey for MBB experience
 - Critical to upgrade Band & Spirit Squads
 - Concessions upgrade-partner with Chartwell's

Intercollegiate Athletics

Branding

- Completed first year with Learfield-Results in FY16
 - Contracted Cash \$123,195
 - Contracted Trade \$119,450
 - Combined Cash & Trade \$242,645

- Projections for FY17
 - Contracted Cash \$180,000
 - Contracted Trade \$120,000
 - Combined Cash & Trade \$300,000

Intercollegiate Athletics

RAC Areas of Focus

- Annual Fund-Unrestricted Giving
- Annual Fund-Sport Specific Giving- Example- Soccer Circle of Champions
- Endowment & Planned Giving
 - Scholarships
 - Major Gifts
- Capital Projects-Facility Enhancement
 - Naming Opportunities
 - Major Gifts

Intercollegiate Athletics

RAC Events

- Meet the Coaches event at the Farmhouse in Christiansburg-October 4th
- Highlander Athletics Hall of Fame-October 14th
- Pre-game socials prior to men's and women's basketball contests
- Partnering with Alumni Affairs for events surrounding away athletics contests
- Event prior to Men's Basketball game at UNC-John Montgomery's home in Chapel Hill-December 3rd
- Red & White Auction-Spring/Summer 2017
- Spring Highlander Golf Outing

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Information Technology Report

Board of Visitors

Governance, Administration & Athletics Committee

RADFORD
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Agenda



Starfish

- Introduction
- Evolution of Starfish
- Testimonial Video
- Demonstration
 - Student
 - Instructor
 - Advisor
- Next Steps - Phase II

Next Steps - Phase II

1. Identify project sponsors and advisory team
2. Define the scope and priorities
3. Form a project team
4. Confirm resources and timeline

Ideas and Suggestions for Project Scope-Phase II

- Student Success Plans
- Explore adding Graduate Students so they can schedule appointments with Advisors
- Explore expanding integration with Desire2Learn
- Review Behavioral Alert processes
- Expand Social Alert functionality to other offices if needed
- Utilize functionality for Financial Aid, Students with Disabilities, Athletics
- Expand integration with TutorTrac
- Improve reporting capability
- Explore attendance capabilities in Starfish

Questions ?

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Intercollegiate Athletics

Board of Visitors Presentation

- I. Student-Athlete Experience
- II. Culture
- III. Academic Excellence
- IV. Competitive Excellence
- V-VI. Resource Development
- VII. Branding
- VIII. Special Events

Intercollegiate Athletics

I. Student-Athlete Experience

Enrich the student-athlete experience by developing a comprehensive life skills and career planning program that educates and prepares student-athletes for success

Leadership

- Jessica Shelton and Monica Mallory of Women's Track participated in the Fall Big South SAAC Leadership Conference.
- Jessica Shelton of Women's Track and Bailey White of Women's Lacrosse nominated to participate in the NCAA Student-Athlete Leadership forum in Baltimore, MD.
- 30 Student-Athletes were selected to participate in the RU Lead Scholar program.

Service

- Participated in Fear to Freedom Initiative and the Radford Gives Back Program

Growth

- Big South Student-Athlete Leadership/Career Development Program-Game Plan

Intercollegiate Athletics

II. Culture

Operate in full compliance with University, State, Conference, and NCAA Regulations

Title IX Reporting

- EADA submitted October 27, 2016
- NCAA Financial Report due January 2017

National Letter of Intent November 9, 2016

NCAA Division 1 Council Meeting-Focused on Enhancing the Student-Athlete Experience

Intercollegiate Athletics

III. Academic Excellence

Attract, recruit, and retain Student-Athletes who are prepared to succeed academically and graduate

Men's Soccer CoSIDA Academic All-American Nominations

- Aitor Pouseu Blanco
- Sivert Daehlie
- Fraser Colmer
- Jo Vetle Rimstad

Women's Soccer CoSIDA Academic All-American Nominations

- Hannah Duff
- Jessica Wollmann

Volleyball CoSIDA Academic All-American and Big South All-Academic Nominations

- Kelby Jackson

Men's and Women's Cross Country Big South All-Academic Nominations

- Ashenafi Kidanu
- Courtney Rice

Intercollegiate Athletics

IV. Competitive Excellence

Compete for conference championships and participate and advance in postseason play

- Men's Soccer
- Women's Soccer
- Volleyball
- Men's & Women's Cross Country

Intercollegiate Athletics

V. Resource Development 2016-17 Revenue Update

Increase external revenue streams in support of the Athletics Department

Learfield Sports Properties

- \$220,050 (\$138,300 cash, \$81,750 trade)
- Overall Percentage to Goal: 73% (\$300,000)
 - Cash Revenue Target: 77% (\$180,000)
 - Trade Revenue Target: 68% (\$120,000)

Currently have surpassed the overall cash revenue amount from the 2015-16 academic year by \$15,000

Currently have secured nine new business partners for the 2016-17 academic year

Intercollegiate Athletics

VII. Branding

Enhance overall recognition, visibility, and public perception of Radford Athletics

- Introduced a new brand and identity system that sets the visual direction for years to come.
- The extensive collaborative process to evolve the Radford Athletics brand and identity took over 12 months to complete.
- Process included several discovery and research sessions with key stakeholders including athletic and academic leadership, current and former student-athletes, coaches, alumni and community members.



Intercollegiate Athletics

VIII. Special Events

- Pre-game socials prior to men's and women's basketball contests
- Partnering with Alumni Affairs for events surrounding away athletics contests
- Event prior to Men's Basketball game at UNC-John Montgomery's home in Chapel Hill-December 3, 2016
- Red & White Auction-Spring/Summer 2017

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PROPOSED CHANGES TO BYLAWS:

1. General Assembly recodified all statutes pertaining to higher education – required updating various Code of Virginia references.
2. Added a section on Board Member Resignation.
3. Added provisions that allow Members to Participate via Electronic Communication (telephone/video) in cases of emergency, personal matter or medical issue.
4. Changed responsibilities of the non-voting advisory members to show they are expected to participate in all regular meetings of the Board. Also clarified that their terms begin July 1 through June 30 of each year.
5. Changed the name of Advancement/Alumni Relations and Communications/Marketing Committee to “University Advancement, University Relations, and Enrollment Management Committee”.
6. Made some suggested changes to the description of the Committees:
 - a. Business Affairs & Audit – moved the conferring of meritorious awards and honorary degrees to the Academic Affairs Committee.
 - b. Student Affairs – added the words student retention.
 - c. Academic Affairs – added a sentence on academic quality; and inserted responsibility for conferring of meritorious awards and honorary degrees.
 - d. Governance – reformatted.
 - e. Advancement and Alumni Relations – added a sentence concerning enrollment management.

**RADFORD UNIVERSITY
BOARD OF VISITORS BYLAWS**

PREAMBLE

The Board of Visitors of Radford University (“the Board”) adopts these Bylaws to provide for the orderly, consistent and efficient conduct of its business as the governing body of Radford University (“the University”).

As public trustees the Board has the responsibility and authority, subject to constitutional and statutory limitations, for the continuing operation, development of evolving policies, and financial oversight of the University. Much of this authority necessarily is delegated to the President, who serves as the agent of the Board and as Chief Executive Officer of the University.

It is acknowledged and understood that the University and the Board are at all times subject to the control and legislative enactments of the General Assembly of the Commonwealth of Virginia.

Article I – The Board of Visitors

Section 1 – Legal Status, Composition, and General Operation

A. Legal Status and Composition. The Board of Visitors of Radford University is created by Va. Code §23-~~155.1~~-2100. Membership of the Board, method and terms of appointment, and the method of filling vacancies are provided by statute (Va. Code §23-~~155.1~~*et seq.*)-1300).

B. General Operations. The Board is required by law to, and does:

1. Strive to be transparent in its operations, and operate entirely openly to the extent required by law.
2. Comply with the Commonwealth of Virginia’s Freedom of Information Act (Code of Va. §2.2-3700, et seq.), including but not limited to the following:
 - a. Record minutes of each open meeting and post the minutes on the Board’s website in accordance with subsection 1 of §2.2-3707 and §2.2-3707.1;
 - b. Conduct all discussions and actions on any topic not specifically exempted by §2.2-3711 in open meeting;
 - c. Give public notice of all meetings in accordance with subsection C of §2.2-3707; and
 - d. Approve in open meeting any action taken in closed meeting before it can have any force and effect in accordance with subsection B of §2.2-3711.
3. Notify and invite the Attorney General’s appointee or representative (the legal counsel of the institution) to all meetings of the Board, Executive Committee, and other Board committees.

C. Annual Executive Summary. The Board is required by statute to submit to the General Assembly and the Governor an annual executive summary of its interim activity and work no later than the first day of each regular session of the General Assembly. This report shall be submitted in accordance with procedures stipulated by law.

D. Removal of Board Members. If any member of the Board fails to attend (i) the meetings of the Board for one year without sufficient cause, as determined by a majority vote of the Board, or (ii) the educational programs for governing boards presented by the State Council of Higher Education for Virginia, and required by Virginia Code §23-~~9.14:1~~-1304 in the member's first two years of membership without sufficient cause, as determined by a majority vote of the board, the remaining members of the Board shall record such failure in the minutes at the Board's next meeting and notify the Governor, and the office of such member shall be vacated. However, no member serving as of January 1, 2015 shall be removed for failing to attend the educational programs required by Virginia Code § 23-9.14:1 in the members first two years of membership if the member attends such training by January 1, 2016.

In accordance with Virginia Code ~~§ 2.2-108,~~§23.1-1300(C), the Governor has the authority to remove from office for malfeasance, misfeasance, incompetence, or gross neglect of duty any member of the Board and fill the vacancy resulting from the removal. Each appointment to fill a vacancy will be subject to confirmation by the General Assembly. The Governor will set forth, in a written public statement, the Governor's reasons for removing any member pursuant to this statute at the time the removal occurs. The Governor will be the sole judge of the sufficiency of the cause for removal as set forth in this statute.

E. Resignation. Any Board member may resign at any time by providing notice of the date of resignation to the Governor. Notice also shall be provided to the Rector so that the Board can take measures to accommodate said resignation. Such resignation shall take effect at the time specified in such notice and, unless otherwise specified therein, the acceptance of the resignation shall not be necessary for it to take effect.

Section 2 – Powers and Responsibilities

Responsibilities of the Board include, but are not limited to, the following:

1. Control and expend funds of the University;
2. Establish fees, tuition, and other charges imposed on students;
3. Approve the University's budgets;
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8. Adopt rules and regulations for governing employment and employees, and approve promotions, tenure, salaries of employees;
9. Name buildings and other major facilities;
10. Approve certain real property transactions; and
11. Adopt rules and regulations governing student conduct.

Section 3 – Meetings

A. Regular Meetings. The Board meets in regular session four times each fiscal year, on dates established by the Board. The last regular meeting of each fiscal year is designated as the “annual meeting” of the Board.

B. Special Meetings. Special meetings may be called by the Rector or upon the request of any five voting members of the Board. Requests for a special meeting must be submitted to the Secretary to the Board (“Secretary”), who has the ministerial responsibility for making arrangements for the special meeting.

C. Notice. Notice of meetings must be published and provided to the Board and the public by the Secretary in accordance with these Bylaws and state law.

D. Quorum and Votes. A simple majority of the Board constitutes a quorum. Unless otherwise required by statute, actions of the Board are taken by simple majority of those present and voting.

E

E. Member(s) Participation via Electronic Communications.

1. A member can participate via electronic communication means from a remote location that is open to the public in accordance with the Code of Virginia §2.2-3708 and provided that:
 - a. A quorum of the Board is physically assembled at one primary location.
 - b. Notice of the meeting has been given at least three working days in advance of the date scheduled for the meeting in accordance with Virginia Code §2.2-3708(C).
 - c. The remote location from which the member is participating is open to the public. All agenda packets and, unless exempt, all materials that will be distributed to Board members shall also be made available to the public at the remote location.
 - d. Interruption in the telephonic or video broadcast of the meeting shall result in the suspension of action at the meeting until repairs are made and public access is restored.
2. A member may also participate via electronic communication means from a remote location that is not opened to the public in the event of an emergency, personal matter, or medical condition that prevents the member from attending in person, in accordance with the Code of Virginia §2.2-3708.1 and provided that:
 - a. If, on or before the day of the meeting, the member notifies the Rector that such member is unable to attend the meeting due to an emergency, personal matter, or medical condition that prevents the member’s physical presence, and the member identifies with specificity the nature of the emergency or personal matter.
 - b. The Board shall record the reason for the member to participate from a remote location together with the remote location from which the member participates in the minutes of the meeting.

- c. There must be a quorum of the Board physically assemble at the primary location of the meeting.
- d. The Board shall make arrangements for the voice of the remote participant to be heard by all persons at the primary location.
- e. If any request for participation via electronic communication from a remote location is denied, the decision and rationale will be reflected in the minutes.

F. Agenda. The draft agenda for each meeting is to be prepared by the President or the President's designee, and approved by the Rector. Matters that any member requests to be placed on the agenda should be brought to the attention of the President as far in advance of the meeting as possible. The President may assign a matter to the chair of the appropriate committee of the Board for review prior to placement on the Board agenda. The agenda and other meeting materials are to be made public as required by law, and delivered to each member of the Board as far in advance of the meeting as feasible.

Matters which arise after publication of the agenda may be placed on the agenda at the President's discretion, after consultation with the Rector, or by the Board's amendment of the agenda. The first order of business at every meeting is approval of the agenda. Proposed amendments to the agenda may be considered at that time.

Section 4 – Officers

A. Officers. The officers of the Board are Rector and Vice Rector.

B. Election and Terms. The officers are elected by the Board at the annual meeting of the Board and shall serve a term of one year.

1. **Nominating Committee.** The Governance, Administration and Athletics Committee acts as the Nominating Committee for officers of the Board. The Committee is to call for nominations from members of the Board annually, following the last regular meeting of the Board. Nominations from members are to be submitted in writing to the Chair no later than ten days after that call. The Committee will meet prior to the annual meeting to determine which nominations will be presented to the Board. The Committee may offer more than one nominee for an office.
2. **Nominations from the Floor.** Nominations from the floor will be taken.
3. **Term.** Newly elected officers assume office on July 1 following their election. Each officer holds office for a term of one year ending the following June 30 or until the successor is elected, whichever is later. Officers may serve up to two consecutive terms; however, there is no limitation on the number of non-consecutive terms an officer may serve. In the event the Vice Rector assumes the office of Rector for a period of 180 days or more, that period will count as a full term.

C. Rector. The Rector is charged with promoting a level of interest, involvement and activity among the members of the Board as will best contribute to (1) the establishment of proper policies, (2) wise

planning, (3) intelligent and considerate observance of the rights of the faculty, administration, staff, and student body, and (4) the maintenance of the independence of the Board, all of which will enhance the future welfare of the University.

Specific responsibilities include presiding at Board meetings; appointing all committees, unless otherwise provided in the Bylaws or directed by the Board; acting as the Board's primary spokesperson or representative; and performing such other duties as are generally expected of the presiding officer or are imposed by statute, Bylaws, or action of the Board.

D. Vice Rector. If the Rector is temporarily absent or unavailable, the Vice Rector presides over meetings and assumes all powers, duties and functions of the Rector. In the event of the death, permanent disability or resignation of the Rector, or should the Rector become otherwise permanently unable to perform the duties and functions of the office, the Vice Rector will become Rector for the remainder of the term, and a new Vice Rector will be elected.

Section 5 -- Advisory Representatives

A. Appointments. The Board is to appoint one faculty member and one student as non-voting, advisory representatives to the Board. Representatives are appointed at the annual meeting which is the last regular meeting of the fiscal year, and serve one-year terms beginning with the annual meeting of the Board, commencing July 1 following their appointment and ending June 30.

The faculty representative shall be the President of the Radford University Faculty Senate (Faculty Senate President), provided that said individual shall serve no more than two consecutive terms as faculty representative to the Board of Visitors. If the same individual shall serve more than two consecutive terms as Faculty Senate President, the faculty representative to the Board shall be appointed from a list of three faculty members submitted by the Faculty Senate. Should the faculty representative resign as faculty senate president during his/her term on the Board of Visitors, the new faculty senate president shall fill the remaining term on the Board of Visitors of the individual who resigned; in the event an individual assumes the role as faculty representative for a period of 180 days or more, that period will count as one full term.

The student representatives are appointed from a list of three students submitted by the President after consultation with appropriate members of the administration and such other individuals as the President deems necessary. The three nominees for student representative shall make a brief presentation to the Board of Visitors at the annual meeting at which the student representative will be appointed.

B. Responsibilities. Advisory representatives have the responsibility to support the best interests of the University and to work with members of the Board for the continuing operation and development of the institution as a comprehensive state university. They are expected to participate in all ~~public~~regular meetings of the Board. Each advisory representative will be appointed as a non-voting member of at least one standing committee, but may not chair a committee. Advisory representatives may submit agenda items for discussion and information to be considered by the Board by presenting them to the President in advance of meetings, but may not make motions or introduce new items at meetings. Advisory representatives may not attend closed meetings except by invitation of the Board.

Section 6 – Committees

A. Executive Committee. The Executive Committee is comprised of the Rector, the Vice Rector, and the chairs of the standing committees. The Rector serves as Chair of the Committee.

1. The Executive Committee is authorized and required to:
 - a. Develop and recommend to the Board a statement of governance setting forth the Board's role;
 - b. Periodically review the Board's Bylaws and recommend amendments;
 - c. Provide advice to the Board on committee structure, appointments, and meetings;
 - d. Develop an orientation and continuing education process for Board members that includes training on the Virginia Freedom of Information Act;
 - e. Create, monitor, oversee, and review compliance by Board members with the University's Code of Ethics, adopted August 23, 2007, which Code is equally applicable to Board members as well as other members of the University community;
 - f. Develop a set of qualifications and competencies for membership on the Board for approval by the Board and recommendation to the Governor.
2. Additionally, the Executive Committee is authorized to convene and exercise the full power and authority of the Board between meetings of the Board whenever circumstances require immediate action to address matters of an urgent nature, or as the Board may otherwise direct.

A simple majority constitutes a quorum. In the event that a quorum is not present, other members of the Board may be appointed by the Rector to serve in the place of absent members on an *ad hoc* and temporary basis in order that a quorum may be attained.

The Secretary to the Board is to inform promptly all members of the Board of any action taken by the Executive Committee. The Rector is to report actions taken by the Executive Committee at the next full meeting of the Board.

B. Standing Committees. Each standing committee is comprised of the Rector and Vice Rector plus not fewer than three additional Board members appointed by the Rector during or after the annual meeting. The Rector designates the chair and vice-chair of each committee and, on recommendation of the President, appoints an administrative assistant to staff each committee.

A simple majority of the members of a committee constitutes a quorum. In the event that quorum is not present, other members of the Board may be appointed by the Rector to serve in the place of absent members on an *ad hoc* and temporary basis in order that a quorum may be attained.

Matters may be referred to standing committees by the President, the President's designee, the Rector, or the full Board. In addition to the specific responsibilities provided by these Bylaws, the standing committees shall have any other duties and responsibilities assigned by the Board or the Rector.

The standing committees are:

1. **Business Affairs and Audit.** This committee is generally responsible for reviewing and recommending action to the Board regarding the financial and business affairs of the University, including but not limited to, capital projects, grants, contracts, ~~the conferring of meritorious awards and honorary degrees,~~ and the naming of facilities. This committee also oversees the internal audit function of the University; receives the annual financial audit report of the Auditor of Public Accounts; and performs studies of financial matters as directed by the Board.
2. **Student Affairs.** This committee is generally responsible for reviewing and recommending action to the Board on matters pertaining to students, including but not limited to, student retention, student support services and activities, student health and safety, student conduct and disciplinary standards, residential life, student organizations and activities, and the general quality of student life.
3. **Academic Affairs.** The committee provides guidance to the Board on matters essential to academic quality. This committee is generally responsible for reviewing and recommending action to the Board on matters regarding the University's academic mission, purpose, plans, and programs, including, but not limited to the creation or elimination of academic programs and of colleges and schools and academic departments within the University; faculty appointments, and the policies and procedures governing the award of tenure; academic standards and policies for student admissions, progression and graduation; and the conferring of meritorious awards and honorary degrees.
4. ~~4.~~ **Governance, Administration, and Athletics.** This committee is generally responsible for considering and recommending action to the Board on policy matters pertaining to the administrative operations of the University, including personnel matters, and shall advise and consult with the President of the University on matters of human resources policy in regard to classified employees, university staff and other non-instructional faculty members employed by the University.

The committee shall also conduct an annual evaluation of the President as required by these Bylaws in a closed meeting and present its findings and recommendations to the Board.

This committee is responsible for reviewing recommendations and offering motions to the Board on matters and policies pertinent to the Division of Information Technology including implementation of new technologies and systems affecting the University's computer systems, websites and telephone systems.

This committee is also responsible for reviewing recommendations and offering motions to the Board on matters pertaining to all aspects of University intercollegiate athletics including, but not limited to, recruitment of personnel, development of new athletic programs, and maintenance and/or construction of athletic facilities.

5. ~~University Advancement and Alumni, University Relations, and Communications and Marketing~~ **Enrollment Management.** This committee is generally responsible for oversight of programs that promote private donations for, and alumni support of, the

University, including related activities undertaken by the University directly and by affiliated foundations on the University's behalf. It also oversees the University's public and community relations programs, which are designed to enhance the University's stature and reputation, and its efforts to publicly disseminate news about the University. This committee is also responsible for reviewing recommendations and offering motions to the Board on matters and policies pertinent to the university's enrollment management strategy.

C. Special Committees. Special or *ad hoc* committees are established by the Board or the Rector for an expressed purpose and limited duration. Special committees may have no fewer than four members appointed by the Rector, who may change the membership at any time. The Rector designates the Chair of special committees.

Section 7 – Policies and Procedures.

Subject to state law and these Bylaws, the Board may adopt rules and regulations and may establish specific policies or procedures for the operation of the University and, to the extent not inconsistent with these Bylaws, for the Board's own governance. All such policies and procedures in existence on the date of the adoption of these Bylaws, and all policies and procedures subsequently adopted by the Board must be published and are binding on all affected university constituents. The President shall be responsible for the publication and implementation of all policies and procedures of the Board.

Article II ~~---~~ Employees

Section 1 – The President

The President serves at the pleasure of the Board of Visitors or pursuant to contract with the Board. The President is the Chief Executive Officer of the University and oversees the overall operation of the University. The President is expected to provide leadership to the University community in the development of its mission and programs. The President directs the University's administration, faculty and staff, and oversees the financial affairs of the University and the use and maintenance of its physical facilities. The President supports the fund-raising and advancement efforts of public and private entities on behalf of the University and serves as the University's representative and official spokesperson. The President must act in accord with the policies and direction of the Board. The President must perform the duties and exercise the authority of the office in accordance with all applicable federal and state laws and regulations.

The President may delegate specific duties, in whole or in part, to other employees of the University. However, the President remains responsible for the performance of the delegate as to all matters within the President's authority.

The Board shall meet with the President, at least annually, in a closed meeting, and deliver an evaluation of the President's performance. A preliminary evaluation report is to be submitted by the Governance, Administration and Athletics Committee to the Board, which report serves as the initial basis for the Board's review and evaluation. Objectives for the coming year will also be presented to the Board by the President at the time of the evaluation.

Any changes to the President's contract shall be made only by vote of a majority of all members of the Board.

Section 2 – Provost, Vice Presidents, Vice Provosts, and Direct Reports to the President

The Provost, Vice Presidents, Vice Provosts, and all direct reports to the President are selected by the President, subject to approval by the Board, and serve at the pleasure of the President, or upon such other terms as agreed by the employee, the President, and the Board.

Section 3 – University Auditor

The University Auditor is responsible for the University's internal audit function, which provides independent appraisals and reviews of University operations. The University Auditor is administratively responsible to the President, but is functionally accountable to the Board of Visitors. The University Auditor is appointed by, and reports to, the Board or a Board committee, as directed by the Board. In addition to the general responsibilities of the position, the University Auditor performs such duties incidental to the office as assigned by the Board or the President.

Article III ~~---~~ Miscellaneous

Section 1 – Suspension or Amendment of Bylaws

These Bylaws may be suspended or amended in whole or in part at any meeting of the Board of Visitors.

Section 2 – Parliamentary Authority

Unless otherwise specified by these Bylaws, all Board and committee meetings, actions, and rulings will be guided by the most current edition of *Robert's Rules of Order Newly Revised (most recent edition)*.

RESOLUTION

ADOPTION OF THE PROPOSED REVISIONS TO THE RADFORD UNIVERSITY BOARD OF VISITORS BYLAWS

November 11, 2016

WHEREAS, the Radford University Board of Visitors previously determined that the Bylaws of the Radford University Board of Visitors should be updated and revised and further that this review of the Bylaws, including any proposed revisions, should be conducted by the Governance and Administration Committee; and

WHEREAS, at the Governance and Administration Committee meeting on September 15, 2016 the committee, with the assistance of Allen Wilson, Senior Assistant Attorney General for the Commonwealth of Virginia, distributed the proposed revisions to the Bylaws and requested that any further revisions or comments be submitted to the Committee Chair, Ms. Alethea "A.J." Robinson prior to the November meeting; and

WHEREAS, at the Radford University Governance and Administration Committee meeting on November 10, 2016, the Committee voted to recommend the revised Bylaws to the Board of Visitors for review and approval at the Board of Visitors meeting on November 11, 2016; and

NOW THEREFORE BE IT RESOLVED that the Radford University Board of Visitors hereby adopts the proposed revised Bylaws, dated November 11, 2016, which are attached hereto, as the official Bylaws for the Radford University Board of Visitors.

**RADFORD UNIVERSITY
BOARD OF VISITORS BYLAWS**

PREAMBLE

The Board of Visitors of Radford University (“the Board”) adopts these Bylaws to provide for the orderly, consistent and efficient conduct of its business as the governing body of Radford University (“the University”).

As public trustees the Board has the responsibility and authority, subject to constitutional and statutory limitations, for the continuing operation, development of evolving policies, and financial oversight of the University. Much of this authority necessarily is delegated to the President, who serves as the agent of the Board and as Chief Executive Officer of the University.

It is acknowledged and understood that the University and the Board are at all times subject to the control and legislative enactments of the General Assembly of the Commonwealth of Virginia.

Article I – The Board of Visitors

Section 1 – Legal Status, Composition, and General Operation

A. Legal Status and Composition. The Board of Visitors of Radford University is created by Va. Code §23.1-2100. Membership of the Board, method and terms of appointment, and the method of filling vacancies are provided by statute (Va. Code §23.1-1300).

B. General Operations. The Board is required by law to, and does:

1. Strive to be transparent in its operations, and operate entirely openly to the extent required by law.
2. Comply with the Commonwealth of Virginia’s Freedom of Information Act (Code of Va. §2.2-3700, et seq.), including but not limited to the following:
 - a. Record minutes of each open meeting and post the minutes on the Board’s website in accordance with subsection 1 of §2.2-3707 and §2.2-3707.1;
 - b. Conduct all discussions and actions on any topic not specifically exempted by §2.2-3711 in open meeting;
 - c. Give public notice of all meetings in accordance with subsection C of §2.2-3707; and
 - d. Approve in open meeting any action taken in closed meeting before it can have any force and effect in accordance with subsection B of §2.2-3711.
3. Notify and invite the Attorney General’s appointee or representative (the legal counsel of the institution) to all meetings of the Board, Executive Committee, and other Board committees.

C. Annual Executive Summary. The Board is required by statute to submit to the General Assembly and the Governor an annual executive summary of its interim activity and work no later than the first day of each regular session of the General Assembly. This report shall be submitted in accordance with procedures stipulated by law.

D. Removal of Board Members. If any member of the Board fails to attend (i) the meetings of the Board for one year without sufficient cause, as determined by a majority vote of the Board, or (ii) the educational programs for governing boards presented by the State Council of Higher Education for Virginia, and required by Virginia Code §23.1-1304 in the member's first two years of membership without sufficient cause, as determined by a majority vote of the board, the remaining members of the Board shall record such failure in the minutes at the Board's next meeting and notify the Governor, and the office of such member shall be vacated. However, no member serving as of January 1, 2015 shall be removed for failing to attend the educational programs required by Virginia Code § 23-9.14:1 in the members first two years of membership if the member attends such training by January 1, 2016.

In accordance with Virginia Code §23.1-1300(C), the Governor has the authority to remove from office for malfeasance, misfeasance, incompetence, or gross neglect of duty any member of the Board and fill the vacancy resulting from the removal. Each appointment to fill a vacancy will be subject to confirmation by the General Assembly. The Governor will set forth, in a written public statement, the Governor's reasons for removing any member pursuant to this statute at the time the removal occurs. The Governor will be the sole judge of the sufficiency of the cause for removal as set forth in this statute.

E. Resignation. Any Board member may resign at any time by providing notice of the date of resignation to the Governor. Notice also shall be provided to the Rector so that the Board can take measures to accommodate said resignation. Such resignation shall take effect at the time specified in such notice and, unless otherwise specified therein, the acceptance of the resignation shall not be necessary for it to take effect.

Section 2 – Powers and Responsibilities

Responsibilities of the Board include, but are not limited to, the following:

1. Control and expend funds of the University;
2. Establish fees, tuition, and other charges imposed on students;
3. Approve the University's budgets;
4. Appoint the President of the University;
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 - b. The Board shall record the reason for the member to participate from a remote location together with the remote location from which the member participates in the minutes of the meeting.
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meeting.

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the annual financial audit report of the Auditor of Public Accounts; and performs studies of financial matters as directed by the Board.

2. **Student Affairs.** This committee is generally responsible for reviewing and recommending action to the Board on matters pertaining to students, including but not limited to, student retention, student support services and activities, student health and safety, student conduct and disciplinary standards, residential life, student organizations and activities, and the general quality of student life.
3. **Academic Affairs.** The committee provides guidance to the Board on matters essential to academic quality. This committee is generally responsible for reviewing and recommending action to the Board on matters regarding the University's academic mission, purpose, plans, and programs, including, but not limited to the creation or elimination of academic programs and of colleges and schools and academic departments within the University; faculty appointments, and the policies and procedures governing the award of tenure; academic standards and policies for student admissions, progression and graduation; and the conferring of meritorious awards and honorary degrees.
4. **Governance, Administration, and Athletics.** This committee is generally responsible for considering and recommending action to the Board on policy matters pertaining to the administrative operations of the University, including personnel matters, and shall advise and consult with the President of the University on matters of human resources policy in regard to classified employees, university staff and other non-instructional faculty members employed by the University.

The committee shall also conduct an annual evaluation of the President as required by these Bylaws in a closed meeting and present its findings and recommendations to the Board.

This committee is responsible for reviewing recommendations and offering motions to the Board on matters and policies pertinent to the Division of Information Technology including implementation of new technologies and systems affecting the University's computer systems, websites and telephone systems.

This committee is also responsible for reviewing recommendations and offering motions to the Board on matters pertaining to all aspects of University intercollegiate athletics including, but not limited to, recruitment of personnel, development of new athletic programs, and maintenance and/or construction of athletic facilities.

5. **University Advancement, University Relations, and Enrollment Management.** This committee is generally responsible for oversight of programs that promote private donations for, and alumni support of, the University, including related activities undertaken by the University directly and by affiliated foundations on the University's behalf. It also oversees the University's public and community relations programs, which are designed to enhance the University's stature and reputation, and its efforts to publicly disseminate news about the University. This committee is also responsible for reviewing recommendations and offering motions to the Board on matters and policies pertinent to the university's enrollment management strategy.

C. Special Committees. Special or *ad hoc* committees are established by the Board or the Rector for an expressed purpose and limited duration. Special committees may have no fewer than four members

appointed by the Rector, who may change the membership at any time. The Rector designates the Chair of special committees.

Section 7 – Policies and Procedures.

Subject to state law and these Bylaws, the Board may adopt rules and regulations and may establish specific policies or procedures for the operation of the University and, to the extent not inconsistent with these Bylaws, for the Board's own governance. All such policies and procedures in existence on the date of the adoption of these Bylaws, and all policies and procedures subsequently adopted by the Board must be published and are binding on all affected university constituents. The President shall be responsible for the publication and implementation of all policies and procedures of the Board.

Article II – Employees

Section 1 – The President

The President serves at the pleasure of the Board of Visitors or pursuant to contract with the Board. The President is the Chief Executive Officer of the University and oversees the overall operation of the University. The President is expected to provide leadership to the University community in the development of its mission and programs. The President directs the University's administration, faculty and staff, and oversees the financial affairs of the University and the use and maintenance of its physical facilities. The President supports the fund-raising and advancement efforts of public and private entities on behalf of the University and serves as the University's representative and official spokesperson. The President must act in accord with the policies and direction of the Board. The President must perform the duties and exercise the authority of the office in accordance with all applicable federal and state laws and regulations.

The President may delegate specific duties, in whole or in part, to other employees of the University. However, the President remains responsible for the performance of the delegate as to all matters within the President's authority.

The Board shall meet with the President, at least annually, in a closed meeting, and deliver an evaluation of the President's performance. A preliminary evaluation report is to be submitted by the Governance, Administration and Athletics Committee to the Board, which report serves as the initial basis for the Board's review and evaluation. Objectives for the coming year will also be presented to the Board by the President at the time of the evaluation.

Any changes to the President's contract shall be made only by vote of a majority of all members of the Board.

Section 2 – Provost, Vice Presidents, Vice Provosts, and Direct Reports to the President

The Provost, Vice Presidents, Vice Provosts, and all direct reports to the President are selected by the President, subject to approval by the Board, and serve at the pleasure of the President, or upon such other terms as agreed by the employee, the President, and the Board.

Section 3 – University Auditor

The University Auditor is responsible for the University's internal audit function, which provides independent appraisals and reviews of University operations. The University Auditor is administratively

responsible to the President, but is functionally accountable to the Board of Visitors. The University Auditor is appointed by, and reports to, the Board or a Board committee, as directed by the Board. In addition to the general responsibilities of the position, the University Auditor performs such duties incidental to the office as assigned by the Board or the President.

Article III – Miscellaneous

Section 1 – Suspension or Amendment of Bylaws

These Bylaws may be suspended or amended in whole or in part at any meeting of the Board of Visitors.

Section 2 – Parliamentary Authority

Unless otherwise specified by these Bylaws, all Board and committee meetings, actions, and rulings will be guided by the most current edition of *Robert's Rules of Order Newly Revised (most recent edition)*.